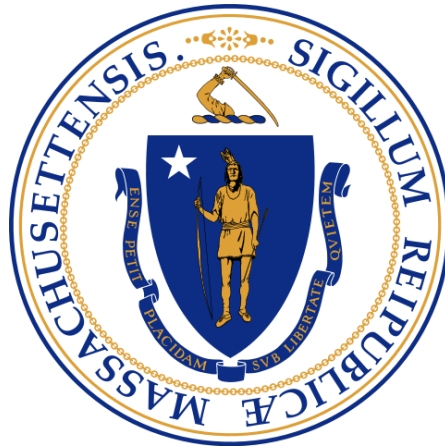


Executive Office for Administration and Finance

Commonwealth of Massachusetts



Performance Report
Fiscal Year 2014

Glen Shor
Secretary

Introductory Letter from the Secretary

During Fiscal Year 2014, the Executive Office for Administration and Finance continued to work diligently to deliver the overarching strategic goals of:

- **Better Finance:** *Finance vital government services and programs in a fiscally sustainable manner;*
- **Better Healthcare:** *Reduce the cost of health care while maintaining access to and improving the quality of care;*
- **Better Performance:** *Provide state government services and programs more effectively, efficiently, and equitably; and*
- **Better Government:** *Build trust in state government by improving transparency, accountability and responsiveness*

I am proud of the progress that our Office has made on these goals. During Fiscal Year 2014, we have maintained our highest-ever bond ratings; empowered municipalities to save even more money on employee health insurance; hit ambitious targets for initiating energy efficiency projects at state facilities; and continued to earn a nation-leading grade on transparency in government. This report also highlights areas where we have made enormous strides, but work remains. Employment of people with disabilities and use of certain forms of social media are two disparate examples of areas for further progress.

During the tenure of the Patrick Administration, the Executive Office for Administration and Finance embraced the Governor's mandate to make state government more effective, efficient, accountable and open. It has been a privilege to be a member and leader of this exceptional team of public servants, who take public service so seriously and have significantly elevated the art.

Sincerely,

Glen Shor
Secretary, Executive Office for Administration and Finance

This report was developed pursuant to Executive Order 540, Governor Patrick's directive to embed strategic planning and performance management across state government.

Review of this document should be made in conjunction with the [A&F 2013-2015 Strategic Plan](#). This report provides an update of A&F's FY14 progress towards achieving its strategic goals by evaluating the secretariat's performance against a previously identified set of key performance measures.

Please send feedback regarding this report to:
Tim.Dodd@state.ma.us

Goal 1: Better Finance: *Finance vital government service and programs in a fiscally sustainable manner.*

As principal steward of the Commonwealth's finances, the Executive Office for Administration and Finance performed exceptionally well in FY14. In an effort to achieve its goal of "Better Finance," the secretariat achieved or exceeded its targets across all measure indicators and a comparative analysis demonstrates that the trajectory of all performance results are stable or exhibiting a positive trend.

Much of the secretariat's success in achieving "Better Finance" can be attributed to fiscal discipline guided by the administration's Long-Term Fiscal Policy Framework which promote: structural balance, sustainable spending growth, and disciplined management of long-term liabilities.

Goal 2: Better Healthcare: *Reduce the cost of healthcare while maintaining access to and improving the quality of care.*

As evidenced by performance trends, the secretariat continued balancing the objectives of health care cost containment while simultaneously and the expansion of access and enhancement of health care quality.

The secretariat added a number of the new performance measures for this goal, while modifying some of the performance measures from FY13 to improve their calibration. Targets for many of the new and modified measures remain under development, making historical data unavailable.

Goal 3: Better Performance: *Provide state government services and programs more effectively, efficiently, and equitably.*

The secretariat met or exceeded many of its "Better Performance" targets. At the same time, the performance results for FY14 indicate that significant opportunities for improvement remain in this area. Providing access and opportunity to historically underrepresented groups, as well as to persons with disabilities, requires continued focus and attention.

Goal 4: Better Government: *Build trust in state government by improving transparency, accountability, and responsiveness.*

Achieving "Better Government" has been a cornerstone of the secretariat. In FY14, the Executive Office for Administration and Finance continued to make good on the Governor's promise of improving state government transparency, accountability and responsiveness. As the performance results illustrate, the secretariat met or exceeded expectations for nearly all of its performance measures. Examples include the introduction of a crowdsourcing engagement tool and the substantial increase in program budget website visits.

Performance Dashboard

Better Finance

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Amount invested in "self-financing" capital projects	NA	\$29,500,000	\$36,000,000	NA	\$43,200,000	NA	Data compares FY12 and FY13. Target is based on the amount of projected spending for the Clean Energy Investment Program (CEIP) in the FY13 mid-year spending plan, which projected \$48M in CEIP investment.
Debt service as a Percentage of budgeted revenues	NA	6.57%	6.87%	NA	<8%	NA	Data compares FY12 and FY13. The target is set by the Commonwealth's debt affordability policy. FY14 data is not complete by report publication.
Fitch Bond Rating	AA+	AA+	AA+	Stable	AA+	●	Data compares rating in July 2014 versus July 2013.
Moody's Bond Rating	Aa1	Aa1	Aa1	Stable	Aa1	●	Data compares rating in July 2014 versus July 2013.
Standard & Poor's Rating	AA	AA+	AA+	Stable	AA+	●	Data compares rating in July 2014 versus July 2013.
Projected structural imbalance	\$339,000,000	No Deficit	No Deficit	Stable	<1.00	●	Projected FY18 vs. FY17 structural imbalance; FY18 data assumes revenue growth of 5.5% (FY15-FY17) and 4.0% (FY18) and no excess health care cost
Stabilization fund balance as a Percentage of annual tax revenue	7.82%	7.04%	5.34%	Improving	<8%	●	Data compares FY12, FY13 and FY14. The target is set by the Commonwealth's debt affordability policy.
The ratio of the effective tax rate of taxpayers in the highest income quintile versus the effective tax rate of taxpayers in the lowest income quintile	NA	0.83	0.78	NA	1.1	NA	Data compares FY13 and FY14. Target reflects the Governor's proposed tax reforms, while the current period reflects enacted tax changes that raised excise duties on gasoline and cigarettes.
Use of one time resources net of deposits to the stabilization fund / estimated cyclical deficit in tax revenue	0.43	0.90	0.57	Improving	<4	●	Data compares FY12, FY13 and FY14.

STATUS LEGEND	●	=> Target	▲	=> 75% to <99%	◆	< 75% of Target	NA	Not Applicable
------------------	---	-----------	---	----------------	---	-----------------	----	----------------




Better Healthcare

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Number of dollars saved by local government entities that used municipal health care reform expedited process	\$70,000,000	\$77,000,000	\$97,000,000	Improving	\$75,000,000	●	Data compares FY12, FY13 and FY14. For background, the Commonwealth has a total of 438 cities, towns, and school districts.
Number of local government entities that used municipal health care reform expedited process to address municipal health costs	81	88	100	Improving	91	●	Data compares FY12, FY13 and FY14. For background, the Commonwealth has a total of 438 cities, towns, and school districts.
Percentage of GIC covered lives under alternative payment contracts	NA	NA	10%	NA	10%	●	Current period: FY14 (based on 1/14 data). Future targets: 50% in FY15, 75% in FY16 & beyond.
Percentage of GIC enrollees in narrower network products	18%	17%	18%	Stable	20%	▲	Data compares FY12, FY13 and FY14. Data for non-Medicare enrollees.
Percentage of MassHealth enrollees covered by alternative payment contracts	NA	62.8%	62.1%	Stable	25%	●	Current period: 7/14; Prior period FY13. The methodology for this measure was changed to use the definition for alternative payment methodologies consistent with Chapter 224 of the Acts of 2012.
Per member MassHealth spending growth rate	0.1%	1.1%	2.3%	Stable	<3.6%	●	Current period: FY14 vs FY13; previous period FY13 vs. FY12 and prior period FY12 vs. FY11. The methodology for this measures has been modified to be more comprehensive and representative of per member spending on health care services (see description).
ConnectorCare premium growth rate	NA	NA	NA	NA	<3.6%	NA	ConnectorCare is a new program in 2014 which will replace Commonwealth Care, so there is no 2013 baseline against which to measure spending growth. Going forward, this will be measured on a calendar year basis.
Number of individuals enrolled in unsubsidized Qualified Health Plans (QHPs) through the Health Connector	NA	NA	32,875	NA	NA	NA	Target under development. Current period indicates individuals enrolled as of 9/1/14. The Health Connector began offering Qualified Health Plans in 2014 to individuals and their dependents. The Health Connector offered unsubsidized health insurance prior to 2014 in their Commonwealth Choice program.
Number of small business employees and their dependents enrolled in unsubsidized Qualified Health Plans (QHPs) through the Health Connector	NA	NA	3,368	NA	NA	NA	Target under development. Current period indicates individuals enrolled as of 9/1/14. The Health Connector began offering Qualified Health Plans in 2014 to small businesses. The Health Connector also has 2,002 members enrolled through its legacy small business product. All individuals enrolled through legacy small business products will transition into new, ACA-compliant coverage by 2015.

STATUS LEGEND	●	=> Target	▲	=> 75% to <99%	◆	< 75% of Target	NA	Not Applicable
------------------	---	-----------	---	----------------	---	--------------------	----	----------------

Better Healthcare (cont.)







Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Number of small business employees and their dependents enrolled in wellness initiatives through the Health Connector	NA	NA	215 active companies. 625 members	NA	NA	NA	Target under development. Current period is FY14. The Health Connector began offering Qualified Health Plans in 2014 to small businesses. Includes both the legacy Business Express program and new subscribers to small group Qualified Health Plans.
Number of individuals enrolled in Qualified Dental Plans through the Health Connector	NA	NA	4,057	NA	NA	NA	Target under development. Current period indicates individuals enrolled as of 9/1/14. The Health Connector began offering Qualified Dental Plans in 2014 to individuals and their dependents. Dental plans offered through the Health Connector are not eligible for state subsidy. Membership is divided between 3,830 Non-group and 234 Small group members.
Overall net increase in enrollment in state-subsidized health insurance programs due to the Affordable Care Act	NA	NA	321,089	NA	NA	NA	Target under development. Current period compares enrollment as of 7/14 to 12/13. It is anticipated that a number of these people will not submit new applications for subsidized health insurance because their circumstances may have changed and they may no longer require such coverage.




STATUS LEGEND		=> Target		=> 75% to <99%		< 75% of Target	NA	Not Applicable
--------------------------	---	-----------	---	----------------	---	--------------------	----	----------------

Better Performance							
Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Number of Administration-proposed reforms to be implemented in FY14	18	17	44	NA	NA	NA	Data compares FY12, FY13 and FY14. We may want to briefly discuss what this means here.
Number of complaints filed by clients or client representatives regarding language access	NA	3	2	Improving	NA	NA	Data compares FY13 and FY14.
Percentage of executive branch agencies that completed a Civil Rights Impact Analysis when promulgating regulations	NA	98.5%	97.9%	Worsening	100%	⚠️	Data compares FY13 to FY14.
Percentage of executive branch spending with Disadvantaged Business Enterprises (DBEs) on horizontal construction	NA	11.3%	11.0%	Worsening	13.2%	⚠️	Data compares FY12 and FY13.
Percentage of executive branch spending with Minority & Women Business Enterprises (MBEs/WBEs) on horizontal construction	NA	11%	13%	Improving	10%	🟢	Data compares FY13 and FY14.
Percentage of executive branch spending with Minority & Women Business Enterprises (M/WBEs) on vertical construction	15.3%	14.7%	10.2%	Worsening	10.4%	⚠️	Data compares FY12, FY13 and FY14.
Percentage of executive branch spending with Minority Business Enterprises (MBEs) for goods and services	6.2%	5.6%	6.2%	Improving	6%	🟢	Data compares FY12, FY13 and FY14.
Percentage of executive branch spending with Women Business Enterprises (WBEs) for goods and services	14.7%	13.6%	14.4%	Improving	12%	🟢	Data compares FY12, FY13 and FY14.
Percentage of federal grants applied for and decided upon that were successfully awarded (excluding pending responses)	NA	96%	100%	Improving	90%	🟢	Data compares FY13 and FY14.





STATUS LEGEND	🟢	=> Target	⚠️	=> 75% to <99%	🔴	< 75% of Target	NA	Not Applicable
----------------------	---	-----------	----	----------------	---	-----------------	----	----------------




Better Performance (cont.)

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Percentage of measures on A&F agency performance reports that are meeting or exceeding targets	NA	NA	54%	NA	60%		Current data as of publication date of the December 2014 performance reports.
Percentage of measures on the Secretariats' performance reports that are meeting or exceeding targets	NA	60%	NA	NA	75%	NA	Previous data is for the January 2014 performance reports. Current period will be updated early 2015.
Percentage of minority individuals employed by executive branch agencies	24.5%	25.2%	26.1%	Improving	10.4%		Data compares FY12, FY13 and FY14.
Percentage of persons with disabilities employed by executive branch agencies	2.9%	3.0%	3.0%	Stable	12%		Data compares FY12, FY13 and FY14.
Percentage of women employed by executive branch agencies	50.9%	51.1%	51.4%	Improving	NA	NA	Data compares FY12, FY13 and FY14.
MA Digital States Survey Rating	B	B	B-	Worsening	B+		Results issued Oct 12 covering 2010-2012; Prior period covers 2007-2009.
Integrated Facilities Management (IFM) Operating Cost Index - direct building operating costs for building per square foot	NA	NA	\$4.58	NA	NA	NA	Current data is for FY14.
Accelerated Energy Program (AEP): Percentage of sites completed compared to goal	NA	92%	100%	Improving	>90%		Data compares FY13 and FY14.
Number of executive branch agencies with approved workforce plans	NA	NA	8	NA	NA	NA	Data compares FY14. Please check through the trend/target and status.
Percentage of new employees still working in executive branch agencies three years after their hiring date	67.5%	67.5%	64.9%	Worsening	NA	NA	Data compares FY12, FY13 and FY14.
Number of IT business innovation projects completed	NA	NA	10	NA	10		Current data is FY14.

STATUS LEGEND		=> Target		=> 75% to <99%		< 75% of Target	NA	Not Applicable
--------------------------	---	-----------	---	----------------	---	--------------------	----	----------------

Better Government

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Number of A&F (Executive Office) website unique page views	5,129,544	9,040,019	10,143,488	Improving	Increase		Data compares FY12, FY13 and FY14.
Number of A&F (Executive Office) Retweets	24	74	81	Improving	Increase		Data compares FY12, FY13 and FY14. A&F Twitter account launched Aug 11 FY12 data incomplete.
Number of A&F (Executive Office) Tweets	97	139	117	Worsening	Increase		Data compares FY12, FY13 and FY14. A&F Twitter account launched Aug 11 FY12 data incomplete.
Number of A&F (Executive Office) Twitter followers	377	1,016	1,879	Improving	10% Increase		Data compares FY12, FY13 and FY14. A&F Twitter account launched Aug 11 FY12 data is estimated due to incomplete data.
Number of A&F (Executive Office, Operational Services Div., Group Insurance Comm., Dept. of Revenue & Office of the Govt. Innovation Officer) Twitter followers	1,391	2,825	5,516	Improving	10% Increase		Data compares FY12, FY13 and FY14. Twitter account launch dates: OSD May11, GIC Sept 12, DOR Jan 09, OGIO Jan 13; Some FY12 data is estimated due to incomplete data
Number of Open Checkbook hits	NA	268,020	523,297	Improving	Increase		Data compares FY12 and FY13. Open Checkbook launched Dec 11.
The Commonwealth's MASSPIRG Transparency Rating	A-	A-	A-	Stable	A		Compares FY12, FY13 and FY14. MA ranked #2 out of 50 states.
Number of crowdsourcing engagements launched using iCatalyst tool	NA	NA	5	NA	NA	NA	Current data is FY14. New measure, target is under development.
Number of independent authorities on the state's Open Checkbook or having completed their own compliant site	NA	NA	NA	NA	75% by September 2014	NA	Onboarding will not occur until December.
Number of Informed Massachusetts site hits	NA	NA	38,733	NA	NA	NA	Current data is FY14.
Number of program budget site hits	NA	3,439	13,308	Improving	Increasing		Previous prior period value represents 1/29/13 - 6/30/13. Current period value represents 7/1/13 - 8/12/14.

STATUS LEGEND		=> Target		=> 75% to <99%		< 75% of Target	NA	Not Applicable
------------------	---	-----------	---	----------------	---	-----------------	----	----------------

As the administration transitions, there continue to be major milestones related to the establishment of framework projects for the Office of Commonwealth Performance, Accountability, and Transparency. Specifically, in the next 100 days, there are several milestones related to the continued development of the Enterprise Performance Management and Federal Grants Management solutions, as well as the continuation of strategic planning, performance reporting, and training components of MassResults and the Performance Advisory Council.

Enterprise Performance Management Solution

Based on best practices derived from an evaluation of performance management programs in other states and municipal governments, the Enterprise Performance Management (EPM) follows the MassResults methodology and training to support agencies across state government in all phases of the performance management life cycle (Strategy, Implementation, Operation, and Evaluation). The solution will launch in four pilot agencies (MassHealth, the Registry of Motor Vehicles, Department of Early Education and Care, and the Division of Capital Asset Management and Maintenance) in early January 2015. By May of 2015, the solution will be fully operational for all state agencies by supporting (1) Internal reporting of performance data; (2) External reporting and creation of performance dashboards; (3) Integration with central Commonwealth budgeting and human resource systems; and (4) Agency-led administration of goals, sub-goals, measures, targets and results.

Federal Grants Management

Working closely with Executive branch agencies that receive federal grants and with the Office of the Comptroller, the CPAT Federal Grants Management Office (FGMO) is implementing an enterprise –wide system (MassGrants). There are 4 software releases with incremental functionality planned between December, 2014 and July, 2016. These will involve the Office of the Comptroller, the Massachusetts Office of Information Technology (MassIT) and the A&F Chief Information Officer (CIO), State Budget Director and officials in various state agencies which receive federal grants. The first release of the software will occur on December 31, 2014, with a second release in June, 2015. In the spring of 2015, CPAT will begin significant training and user implementation. CPAT will continue to be faced with decisions relative to the cost and successful rollout of the new system to all 31 executive branch agencies participating in its implementation.

MassResults

State statutes and Executive Order 540 require all eight secretariats and all state agencies to develop two year strategic plans and to publish performance data towards measures contained in these plans. The current two year plans expire in the late spring of 2015, and CPAT will need to work with each secretariat to develop a second set of these plans. Currently, the MassResults program convenes monthly meetings for A&F agency performance liaisons and secretariat performance liaisons to work together to write strategic plans and discuss best practices relative to data collection. These efforts are enhanced through “Performance Management 101” and “Toolkit 201” training sessions organized by the

Collins Center at UMass Boston, through which over 1,200 managers across state government have been trained in performance management techniques and best practices.

Performance Advisory Council

Established by Executive Order 540, the Performance Advisory Council consists of members of the business, academic, and labor communities, as well as senior officials from each secretariat and representatives of the legislature and municipal government. The Council advises the Secretary of Administration and Finance on the work of CPAT and its performance management program, and the expectation is that this group will meet on a quarterly basis, with the first meeting of 2015 scheduled for March.

Measure Descriptions

GOAL	MEASURE	DESCRIPTION
Better Finance	Amount invested in "self-financing" capital projects	This measure tracks the amount of dollars approved for projects in the Clean Energy Investment Program (CEIP), which uses utilities savings from energy and water projects to repay bonds to finance the projects. For a project to be eligible for CEIP, it must result in annual savings of at least 110% of the project's debt service costs.
	Debt service as a Percentage of budgeted revenues	This measure tracks the Commonwealth's borrowing capacity. It provides an indication of the relative cost of Commonwealth debt by taking into account actual payment obligations on that debt as compared to the amount of revenue available to pay those and other budgetary obligations.
	Fitch Bond Rating	This measure tracks the bond ratings for the Commonwealth of Massachusetts as established by national credit rating agencies.
	Moody's Bond Rating	This measure tracks the bond ratings for the Commonwealth of Massachusetts as established by national credit rating agencies.
	Standard & Poor's Rating	This measure tracks the bond ratings for the Commonwealth of Massachusetts as established by national credit rating agencies.
	Projected structural imbalance	This measure tracks the Commonwealth's projected structural imbalance using rolling five year projections of revenue and spending levels (see A&Fs Long Term Fiscal Policy Framework). Structural balanced is achieved when budgetary spending is based on sustainable levels of revenue, excluding fluctuations that can occur as a result of the economic cycle.
	Stabilization fund balance as a Percentage of annual tax revenue	This measure tracks the stabilization fund balance as a percentage of annual tax revenue to evaluate the Commonwealth's ability to respond to fiscal and economic downturns.
	The ratio of the effective tax rate of taxpayers in the highest income quintile versus the effective tax rate of taxpayers in the lowest income quintile	This measure tracks the ratio of the effective tax rates paid by the highest and lowest income quintile tax filers. It includes state personal income and sales taxes and excise taxes on gasoline and cigarettes.

GOAL	MEASURE	DESCRIPTION
Better Finance	Use of one time resources net of deposits to the stabilization fund / estimated cyclical deficit in tax revenue	This measure tracks the use of one-time resources net of deposits to the stabilization fund compared to the estimated cyclical deficit in tax revenue. As discussed in A&F's Long Term Fiscal Policy Framework, the cyclical deficit includes the shortfall in tax revenue compared to the level that would be expected if the economy were operating at full capacity. During periods of cyclical deficit, structural balance is achieved so long as the use of one-time resources to close any budget gap does not exceed the level of cyclical deficit. During periods of cyclical surplus, there should be limitations on the use of one-time resources and requirements to deposit excess tax revenue into the stabilization fund.
Better Healthcare	Number of dollars saved by local government entities that used municipal health care reform expedited process	This measure tracks the total dollars saved by reducing health insurance premium costs to local government entities that used the municipal health care reform expedited process.
	Number of local government entities that used municipal health care reform expedited process to address municipal health costs	This measure tracks the number of cities and towns that used the municipal health care reform expedited process. Through municipal health care reform, cities and towns have the choice of an expedited decision-making process to lower employer and employee health insurance premium costs by implementing changes to existing local health care plan design or joining the state's Group Insurance Comm.
	Percentage of GIC covered lives under alternative payment contracts	This measure tracks the percent of Group Insurance Comm. non-Medicare Massachusetts covered lives in integrated risk-bearing organizations. Plan contracts with these provider groups will be characterized by better integrated care delivery and alternative payment models not solely based on fee-for-service reimbursements. Examples include shared risk and shared savings arrangements, bundled payments and global payments.
	Percentage of GIC enrollees in narrower network products	This measure tracks the number of Group Insurance Comm. enrollees in narrower network products where the network is a subset of the broadest networks available in the applicable market.
	Percentage of MassHealth enrollees covered by alternative payment contracts	This measure tracks the percent of MassHealth enrollees covered by alternative payment models that include methods of payment that are not solely based on fee-for-service reimbursements including, but not limited to, shared savings arrangements, bundled payments and global payments.

GOAL	MEASURE	DESCRIPTION
Better Healthcare	Per member MassHealth spending growth rate	This measure tracks the MassHealth spending growth rate independent of changes in enrollment and targeted investments. Accordingly, the overall spending growth from FY12 to FY13 is adjusted for costs associated with base enrollment increases. Overall spending growth from FY13 to FY14 is adjusted for costs associated with base enrollment increases and enrollment increases due to expanded eligibility under the Affordable Care Act (ACA) beginning Jan 1, '14. Examples of targeted investments include hospital rate increases, partial restoration of adult dental benefits, and operational investments.
	ConnectorCare premium growth rate	This measure tracks the percent of annual increase for the ConnectorCare premium. The ConnectorCare program replaced the Commonwealth Care program in 2014 and provides low cost health insurance for individuals with incomes at or below 300% of the Federal Poverty Level.
	Number of individuals enrolled in unsubsidized Qualified Health Plans (QHPs) through the Health Connector	This measure tracks the number of individuals who have enrolled in unsubsidized Qualified Health Plans through the Health Connector. QHPs are health insurance plans that meet minimum coverage standards specified by the federal Affordable Care Act and Massachusetts laws, such as preventive care, prescriptions, pre-and-post natal care and mental health services. These plans ensure state residents and their families have access to affordable and high-quality health coverage.
	Number of small business employees and their dependents enrolled in unsubsidized Qualified Health Plans (QHPs) through the Health Connector	This measure tracks the number of small business employees and their dependents enrolled in unsubsidized Qualified Health Plans (QHPs) through the Health Connector. QHPs are health insurance plans that meet minimum coverage standards specified by the federal Affordable Care Act and Massachusetts laws, such as preventive care, prescriptions, pre-and-post natal care and mental health services. These plans ensure state residents and their families have access to affordable and high-quality health coverage.
	Number of small business employees and their dependents enrolled in wellness initiatives through the Health Connector	This measure tracks the number of small business employees and their dependents enrolled in wellness initiatives through the Health Connector. Participation in wellness initiatives help small businesses save money on employee health care premiums while also ensuring a healthier workforce.
	Number of individuals enrolled in Qualified Dental Plans through the Health Connector	This measure tracks the number of individuals enrolled in Qualified Dental Plans through the Health Connector. The Health Connector offers a range of dental plans, such a plans for children only and plans for families and adults. Dental plans offered by the Health Connector must meet basic minimum standards for coverage as specified by the Affordable Care Act and Massachusetts laws.

GOAL	MEASURE	DESCRIPTION
Better Healthcare	Overall net increase in enrollment in state-subsidized health insurance programs due to the Affordable Care Act	This measure tracks the amount of new state residents enrolled in state-subsidized health insurance programs due to the Affordable Care Act. The Affordable Care Act provides new federal tax subsidies to help pay for health insurance. Special health plans offered by the Health Connector also allow people to benefit from state and federal subsidies.
	Number of Administration-proposed reforms to be implemented in FY14	This measure tracks the total number of Administration reforms proposed in the Governor's FY14 Budget Recommendation (published in Jan '13) enacted during FY14. Reforms may be enacted through the General Appropriations Act (GAA), administratively or through an Executive Order.
Better Performance	Number of complaints filed by clients or client representatives regarding language access	This measure tracks the number of language access complaints submitted (typically via mail or email) to the Office of Access & Opportunity (OAO). Agencies that receive complaints directly are encouraged to report them to OAO.
	Percentage of executive branch agencies that completed a Civil Rights Impact Analysis when promulgating regulations	This measure tracks the percent of executive branch agencies that completed a Civil Rights Impact Analysis (CRIA) when promulgating regulations per A&F Administrative Bulletin #15
	Percentage of executive branch spending with Disadvantaged Business Enterprises (DBEs) on horizontal construction	This measure tracks the amount of spending with firms certified as disadvantaged business enterprises (DBEs) pursuant to federal regulations on horizontal construction (i.e. roads, bridges, etc.) DBE targets for participation are established pursuant to federal regulations and apply to projects that have federal financial assistance.
	Percentage of executive branch spending with Minority & Women Business Enterprises (MBEs/WBEs) on horizontal construction	This measure tracks the amount of spending with firms certified as Minority & Women business enterprises (MBEs & WBEs) on horizontal construction (i.e. roads, bridges, etc.). MBE & WBE targets are established pursuant to Executive Order 524. Future MBE & WBE targets will be developed pursuant to a disparity study.
	Percentage of executive branch spending with Minority & Women Business Enterprises (M/WBEs) on vertical construction	This measure tracks the amount of spending with minority & women business enterprises (M/WBEs) on vertical construction (i.e. buildings). The target has been established pursuant to the findings of a disparity study.

GOAL	MEASURE	DESCRIPTION
Better Performance	Percentage of executive branch spending with Minority Business Enterprises (MBEs) for goods and services	This measure tracks the amount of spending with firms that are certified by the Supplier Diversity Office as a minority business enterprise (MBE). An annual benchmark for spending with MBE firms is established by the Operational Services Div. pursuant to Executive Order 524.
	Percentage of executive branch spending with Women Business Enterprises (WBEs) for goods and services	This measure tracks the amount of spending with firms that are certified by the Supplier Diversity Office as a women business enterprise (WBE). An annual benchmark for spending with WBE firms is established by the Operational Services Div. pursuant to Executive Order 524.
	Percentage of federal grants applied for and decided upon that were successfully awarded (excluding pending responses)	This measure tracks the percent of federal grants applied for by executive branch agencies that were successfully awarded grant applications pending a response from the federal government are not included in the count.
	Percentage of measures on A&F agency performance reports that are meeting or exceeding targets	This measure tracks the percent of performance measures on A&F agency performance reports (due to be published in Feb '14) that are meeting or exceeding targets. Measures without targets will be excluded from the count.
	Percentage of measures on the Secretariats' performance reports that are meeting or exceeding targets	This measure tracks the percent of performance measures on Secretariat performance reports, published in Jan '14 per EO 540 that are meeting or exceeding targets. Measures without targets will be excluded from the count.
	Percentage of minority individuals employed by executive branch agencies	This measure tracks the percent of minority (Black, Latino, Asian and Native American) individuals employed by/in executive branch agencies. The target is established based on Equal Employment Opportunity (EEO) 4 data.

GOAL	MEASURE	DESCRIPTION
Better Performance	Percentage of persons with disabilities employed by executive branch agencies	This measure tracks the percent of individuals who self-identify as persons with disabilities employed by/in executive branch agencies. The target is based on the percentage of persons with disabilities in the Massachusetts general population.
	Percentage of women employed by executive branch agencies	This measure tracks the percent of women employed by/in executive branch agencies. The target is established based on Equal Employment Opportunity (EEO) 4 data.
	MA Digital States Survey Rating	This measure tracks the Commonwealth's "Digital States Survey Rating" as defined in the Center for Digital Government's study (conducted biannually on even years).
	Integrated Facilities Management (IFM) Operating Cost Index - direct building operating costs for building per square foot	This measure tracks the direct building operating costs for buildings brought under the management of the Division of Capital Asset Management and Maintenance (DCAMM) through its IFM program. The IFM program is bringing more state government facilities under DCAMM's management to ensure they are utilized as effectively and efficiently as possible.
	Accelerated Energy Program (AEP): Percentage of sites completed compared to goal	This measure tracks the number of projects planned for completion as part of the AEP program versus the total number for projects that were projected for completion. The AEP program accelerates the implementation of energy and water efficiency projects in state government facilities to save taxpayer dollars and reduce energy and water waste.
	Number of executive branch agencies with approved workforce plans	This measure tracks the amount of workforce plans that have been completed by agencies working with the Human Resources Division (HRD). HRD's workforce planning initiative is aimed at ensuring that state government agencies are staffed with the right people in the right job with the right skills at the right time. The program will help state agencies prepare for workforce trends such as the retirement of aging staff.
	Percentage of new employees still working in executive branch agencies three years after their hiring date	This measure tracks retention of Executive Branch employees over time and allows ANF to evaluate the effectiveness of its retention strategies.
	Number of IT business innovation projects completed	This measure tracks the number of IT innovation projects completed by the Mass Information Technology Department's Innovation team. Innovation projects are aimed at leveraging technology to transform state services or functions, making them more effective and efficient.

GOAL	MEASURE	DESCRIPTION
Better Government	Number of A&F (Executive Office) website unique page views	This measure tracks the number of unique visits to http://www.mass.gov/anf (refers to the number of distinct individuals requesting pages from the website during a given period, regardless of how often they visit).
	Number of A&F (Executive Office) Retweets	This measure tracks the number of A&F tweets retweeted by other individuals and organizations.
	Number of A&F (Executive Office) Tweets	This measure tracks the number of A&F tweets.
	Number of A&F (Executive Office) Twitter followers	This measure tracks the number of individuals and organizations following A&F on http://twitter.com/massanf .
	Number of A&F (Executive Office, Operational Services Div., Group Insurance Comm., Dept. of Revenue & Office of the Govt. Innovation Officer) Twitter followers	This measure tracks the aggregate number of individuals and organizations following A&F on http://twitter.com/massanf , the Operational Services Div. on https://twitter.com/Mass_OSD , the Group Insurance Comm. on https://twitter.com/@MassGIC , the Dept. of Revenue on https://twitter.com/dormedia and the Office of the Govt. Innovation Officer on https://twitter.com/MassInnov
	Number of Open Checkbook hits	This measure tracks the number of page hits on http://www.mass.gov/opencheckbook .
	The Commonwealth's MASSPIRG Transparency Rating	This measure tracks the Commonwealth's transparency rating as defined in the MA Public Interest Research Group's annual "Following the Money" report.

GOAL	MEASURE	DESCRIPTION
Better Government	Number of crowdsourcing engagements launched using iCatalyst tool	This measure tracks the number of crowdsourcing engagements launched using the Commonwealth's iCatalyst tool. The tool is a cloud-based solution aimed at sparking innovation within state agencies. Crowdsourcing engagements bring state employees together to solve problems and develop new ideas, as well as to rank and vote on the best solutions for implementation.
	Number of independent authorities on the state's Open Checkbook or having completed their own compliant site	This measure tracks the number of independent quasi-public state authorities that have successfully added their spending information to the Open Checkbook website or have created a similar website showing that information. The Open Checkbook allows the public to search details of state spending and payroll and explore information on tax credits. The state's transparency law requires that independent public authorities comply with its provisions.
	Number of Informed Massachusetts site hits	This measure tracks the number of unique visits to http://www.mass.gov/informedma/ . Unique visits refer to the number of distinct individuals requesting pages from the website during a given period, regardless of how often they visit.
	Number of program budget site hits	This measure tracks the number of unique visits to the state's program budget dashboard at http://budgetdashboards.itd.state.ma.us/analytics/ . The program budget presents the state budget in a more transparent and user friendly manner, and shows spending against a variety of types, including capital, operating, trust and federal spending.

Noteworthy Changes, Additions or Deletions

GOAL	MEASURE	COMMENT
Better Finance	Percentage of federal grants applied for and decided upon that were successfully awarded (excluding pending responses)	Moved to “Better Performance”
	Percentage of identified programs with established performance measures	Moved to “Better Performance”
Better Healthcare	Per capita Commonwealth Care spending growth rate	Deleted and replaced with more meaningful performance indicators
	Per capita GIC spending growth rate	Deleted and replaced with more meaningful performance indicators
	Number of members enrolled in the Health Connector	Deleted and replaced with more meaningful performance indicators
	Percent of Commonwealth Choice enrollees in narrower network products	Deleted and replaced with more meaningful performance indicators
	Percent of Commonwealth Choice enrollees in tiered network products	Deleted and replaced with more meaningful performance indicators
	Percent of Commonwealth Choice subscribers in wellness initiatives	Deleted and replaced with more meaningful performance indicators
	Percent of eligible GIC enrollees participating in WellMASS	Deleted and replaced with more meaningful performance indicators
	Number of individuals enrolled in unsubsidized Qualified Health Plans (QHPs) through the Health Connector	Added
	Number of small business employees and their dependents enrolled in unsubsidized Qualified Health Plans (QHPs) through the Health Connector	Added

	Number of small business employees and their dependents enrolled in wellness initiatives through the Health Connector	Added
	Number of individuals enrolled in Qualified Dental Plans through the Health Connector	Added
	Overall net increase in enrollment in state-subsidized health insurance programs due to the Affordable Care Act	Added
	ConnectorCare premium growth rate	Added
Better Performance	Number of Administration-proposed reforms implemented in FY13	Changed to: Number of Administration-proposed reforms implemented through FY14
	Number of dollars saved/new revenue achieved from FY13 Administration-proposed reforms in the first year of implementation	Deleted because current data not yet available
	Number of projected dollars saved/new revenue achieved from FY14 Administration-proposed reforms in the first year of implementation.	Deleted
	Number of new technology & innovation projects implemented in collaboration with the Office of Government Innovation Officer	Changed to: Number of IT innovation projects completed
	Number of dollars saved/new revenue achieved through technology & innovation projects implemented in collaboration with the Office of the Government Innovation Officer	Deleted because measure was based on one-time federal financial participation
	Percent of executive branch spending with Disadvantaged, Minority & Women Business Enterprises (D/M/WBEs) on horizontal construction	Changed to create two separate measures. The first is specifically for Disadvantaged Business Enterprises (DBEs) and the second for Minority and Women Business Enterprises (M/WBEs)
	Integrated Facilities Management (IFM) Operating Cost Index - direct building operating costs for building per square foot	Added

	Accelerated Energy Program (AEP): Percentage of sites completed compared to goal	Added
	Number of executive branch agencies with approved workforce plans	Added
	Percentage of new employees still working in executive branch agencies three years after their hiring date	Added
	Percentage of identified programs with established performance measures	Deleted
	Percentage of program budget measures with data for at least one period	Deleted
Better Government	Number of public forums where A&F policy initiatives are presented to public, opinion leaders and/or media (by A&F)	Changed to: # of crowdsourcing engagements launched by iCatalyst tool
	Percent of select A&F survey respondents reporting a good or excellent customer experience	Deleted due to lack of availability of consistent data
	Number of independent authorities on the state's Open Checkbook or having completed their own compliant site	Added
	Number of Informed Massachusetts site hits	Added
	Number of program budget site hits	Added